

## Leadership and Organizational Behavior

There was a time when a successful leader would only need to have a depth of knowledge of their chosen field or discipline. Today's leadership roles require more than just technical competency.

### Leading Technical Organizations in the 21st Century

Leaders need to drive performance through motivation, engagement, and the building of a culture of well-being. The foundations of 21st-century leadership start with understanding organizational behavior dynamics and how leaders can utilize those principles to create a supportive culture. To build on a solid cultural foundation, leaders will need to understand the various tools available to lead the organization forward proactively. Finally, leaders will need to have a unique, focused strategy to compete in an ever-crowded marketplace.

**The Leadership and Organizational Behavior is comprised of three areas of study:**

- Motivational and Cultural Well-Being – Utilizing the cutting-edge scientifically based discipline of positive psychology, participants will learn how to build cultures of well-being that motivate and engage employees. Present modules include: Positive Leadership, Appreciative Inquiry for Change Management, Creating Inclusive Workplaces.
- Foundational Tools – having the right leadership tools is essential to moving projects forward. Present modules include: Facilitating Groups and Teams, Project Management, Power and Influence: The Impact on Decision-Making & Negotiations and
- Technical Driven Organizational Strategy – The College of Engineering offers a unique understanding of technically driven strategies for organizational success. Present modules include Data-Driven Decision Making, Design Thinking for Innovation, Rapid Commercialization and Technology Strategy.

### Program Overview

Not all companies are the same. Executive Education should augment and build upon existing capabilities and skillsets. One size program does not fit all! The Berkeley program was created with this reality in mind:

- The program consists of three weeks of instruction. More modules can be added.
- A final week with a panel discussion or participant presentations with industry experts can be added.
- The three weeks of instruction can be highly customized. Clients who know their target training areas can choose the content modules they need.
- People have a diversity of learning styles – reading, listening, and participating. The Berkeley program, while delivered online, is built to address as many learning styles as possible.
- Participants will have reading and online work and will engage in weekly interactive live lectures, work in teams, and develop a project

### Participants will be able to

1. Create cultures of well-being that motivate and engage employees.
2. Understand and put into use foundational leadership tools that drive organizational goals forward.
3. Create or refine organizational strategy using tech-driven concepts.



### Program Director

**Keith Gatto Ph.D.**



As the Fung Institute for Engineering Leadership's Positive Psychology fellow, Dr. Gatto focuses his research and teaching on the intersection of Innovation, Leadership and Positive Psychology. He works extensively with Silicon Valley experts on the application of positive psychology to organizational cultures.

**For More Information,  
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Online Program

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## Program Modules

The LOB Program presently offers eight modules to choose from – however, we continue to develop new content areas based on market feedback and new research. The present modules are shown below.

### **Appreciative Inquiry For Change Management**

Appreciative Inquiry empowers leaders to engage employees and stakeholders through the change management process. Traditional problem solving methods look at organizational deficits as problems that need solutions vs. “appreciating” the team’s strengths and using those existing talent as a lens to “inquire” about possible solutions. This will result in improved productivity and performance, strengthened relationships, successful outcomes and a culture of well-being.

### **Design Thinking for Innovation**

Design methodology provides a repeatable framework that allows multi-disciplinary teams to approach the development of innovative products, services, and systems. Topics will include an overview of the design process across the following five stages: (1) design research, (2) analysis & synthesis, (3) concept generation & creativity, (4) prototyping, (5) communication & visualization. Methods and real-world case studies will be introduced to link theory to practice.

### **Power and Influence: The Impact on Decision-Making & Negotiations**

One of the most undervalued aspects of organizational culture is how power and influence in interpersonal relationships sway internal decision-making and external negotiations. This module will address how participants can incorporate the power and influence dynamic to improve internal decision-making and implementation processes and to maximize external stakeholder negotiations.

### **Positive Leadership**

Leaders today are faced with unrepresented organizational challenges. Depth of technical knowledge is no longer enough to lead teams to success. Technical leaders need to understand how to increase employee engagement, support employee achievement, and create effective leader/employee relationships. Using science and application of Positive Psychology’s framework, present and future leaders will learn how to lead in positive ways that help create a culture of psychologically safety and support ROI.

### **Creating & Implementing Technology Strategy**

One of the most critical function for an engineering leader is to create and implement technology strategy. This module will breakdown four forces that must be exerted to create technology strategy and get buy in from the stakeholders as well as address the process, tools and metrics to execute on that plan. Attendees will walk away with a framework that they can customize and execute with greater success and measurable outcomes.

### **Data Driven Decision Making**

This course will cover three key areas of the process employed in data analytics: Gathering information, analyzing the data, communicating the findings. These form the core of business analytics and the foundation for data based business decisions, which can enhance decisions around marketing, operations; pricing and revenue management; and customer relationship management and support organizational growth and ROI.

### **Project Management: The Art of Getting it Right and on Time**

One of the biggest challenges organizations face is delivering the right product on time. This module covers how participants can approach project management in a healthy and constructive way. It will also analyze the different project management philosophies from Waterfall to Agile and help participants pick the right approach for their projects.

### **Rapid Commercialization**

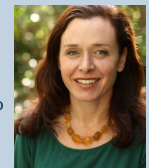
Rapid commercialization applies to organizations who need to stay competitive in a volatile, uncertain, complex, and ambiguous environment. This course will look at tools used for rapid commercialization, examine how to find product-market fit and best practices for primary research, and will conclude with a review of prototyping techniques geared towards asking the right questions and determining when to move to scale.



## Featured Faculty



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Organizational and Leadership Development Professional



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